

# Arizona

*The Grand Canyon State*

Annual Report  
Workforce Investment Act Title IB  
Program Year 2007

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## Governor's Council on Workforce Policy

October 1, 2008

The Honorable Elaine L. Chao  
Secretary of Labor  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210

Dear Secretary Chao:

On behalf of the Governor's Council on Workforce Policy (GCWP) I am pleased to present Arizona's Workforce Investment Act (WIA) Report for Program Year (PY) 2007. This report highlights our achievements over the past year, which has been another highly successful one for workforce programs in Arizona.

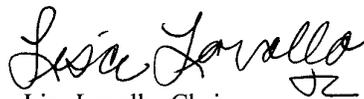
Arizona has successfully integrated employment, education, training and support services in its continuing goal to provide employers with a demand-driven, skilled workforce and Arizonans with good paying jobs and opportunities for career choice. The results of these efforts are evident in our Program Year 2007 performance outcomes, as we anticipate meeting or exceeding all negotiated WIA performance levels.

During PY 2007, Arizona was one of eight states to be awarded incentive funds for exceeding all performance measures. The new incentive funds will be utilized to expand our existing "Enhancing Arizona's Workforce Connection" healthcare initiative to include other local high demand industries.

Arizona is also proud to have been awarded a Workforce Innovation in Regional Economic Development (WIRED) grant. The GCWP, along with public and private partnerships, will continue to strive to advance the principles found in programs like WIRED to improve the service delivery system ensuring that our state has a vibrant and viable workforce.

This is an excellent opportunity to appreciate all of the training and employment efforts within a multitude of state and local level partnerships that work together to ensure that Arizona's workforce system is competitive in today's global economy.

Sincerely,



Lisa Lovallo, Chair  
Governor's Council on Workforce Policy

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# Arizona Workforce Connection

Arizona's Workforce Connection (AWC) is a statewide system committed to coordinating a comprehensive approach to workforce development, which incorporates the state's economic development goals and strategies using federal, state, and local resources. The AWC consists of the Governor's Council on Workforce Policy (GCWP), 14 Local Workforce Investment Areas (LWIAs) along with their respective Local Workforce Investment Boards (LWIBs), 22 comprehensive One-Stop centers, 39 satellite offices, and an array of workforce partners. Satellite offices throughout the state have increased by 20 over the past year increasing the ability for the AWC to work toward its goal of implementing a strong, market-driven, service delivery system. The AWC is ready to respond in Program Year (PY) 2008 to the skill needs of businesses and workers throughout the state and within the local communities.

This annual report focuses on PY 2007, which covers the period of time from July 1, 2007 through June 30, 2008. This is the eighth year of Workforce Investment Act (WIA) implementation in Arizona. The report describes how WIA Title I-B services are provided in Arizona, highlights local and state accomplishments, and concludes with performance results.

The State of Arizona has a workforce development portal page for business, job seeking customers and employment counselors. Customers are directed to the website [www.arizonaworkforceconnection.com/](http://www.arizonaworkforceconnection.com/). This portal has links to the Arizona Virtual OneStop (VOS) system, Arizona's Workforce Development and Labor Exchange internet based system. Since VOS is a web-based application, it can be accessed from anywhere there is an internet connection. VOS provides access to job seekers and business customers wherever and whenever access is needed providing a comprehensive statewide management information system for WIA Title I-B and Wagner-Peyser programs. The system tracks service delivery of WIA participants and allows job seekers the ability to job search, explore career/training opportunities and receive information on labor market information, as well as community services. In order to meet the needs of the business community, employers have the ability to utilize VOS for recruiting, posting job orders, and accessing labor market information.

AWC's goal is to support the economic success of individuals, businesses and communities by improving opportunities for growth. Arizona's performance substantiates the state's continuous improvement efforts by successfully receiving an incentive award from the federal government for exceeding its negotiated performance standards under WIA for the third consecutive year.

Arizona is prepared to meet the workforce challenges by preparing to build a comprehensive, seamless system of educational, training, and employment services throughout the state. AWC has created an innovative workforce system that is responsive, cohesive, and accountable, which allows local areas to meet business and job seekers needs efficiently.

# Arizona's Economic Environment

Arizona has been one of the fastest growing states in the nation in recent years in terms of employment (consistently rated among the top ten), yet recently, its stand in state rankings has been declining and was at #46 at the close of PY 2007. Employment growth has declined for the last two program years. Nonfarm payroll employment grew by just 0.1 percent in PY 2007 compared to 3.1 percent in PY 2006 and 5.7 percent in PY 2005 (see Table 1).

By the end of PY 2007 (June 2008), nonfarm payroll employment in Arizona had experienced over-the-month employment losses in four of the first six months of calendar year (CY) 2008. By June of 2008, the over-the-year growth rate was down to - 1.5 percent. Much of the recent decline in Arizona's employment has to do with Arizona's unique economic structure. The housing boom was an integral part of the economic structure and has contributed to a negative affect in terms of the past and continuing downturn in the construction and related financial activities sectors. The end of the boom has also broadly spread throughout other areas of the economy including trade, transportation and utilities, manufacturing and employment services.

The state continues to show moderate strength in industries such as education and health services, leisure and hospitality, and natural resources and mining. Employment growth in education and health services should continue to increase as the demand for education and health services continues to grow. Current demographics in Arizona and the nation are being influenced by the aging of the "baby boomers". The U.S. Census Bureau population projections forecast (Population Division, Interim State Population Projections, 2005) that the median age of Arizona residents is expected to rise from 34.2 as measured by the 2000 census to 38.2 years of age by 2020. Additionally, this aging of the population should also result in employment opportunities for leisure and hospitality. A key component of the Arizona economy has long been the leisure and hospitality industry. The state's diversified and distinctive climate and renowned national parks and recreation sites are appealing to full-time and seasonal residents, as well as national and international tourists. Natural resources and mining have been adding jobs to meet a strong demand for metal ores, especially copper, in international markets.

**Table 1: Percentage Change in Program Year Average Employment – Arizona**

*Source: AZ Dept of Commerce, Research Administration, BLS Current Employment Statistics*

Industry	PY 2005	PY 2006	PY 2007
Total Nonfarm	5.7%	3.1%	0.1%
Manufacturing	3.3%	-0.9%	-2.0%
Natural resources and mining	0.9%	20.0%	15.1%
Construction	14.4%	0.5%	-10.1%
Trade, transportation and utilities	5.5%	4.1%	0.6%
Leisure and Hospitality	5.7%	3.6%	1.2%
Education and Health Services	5.7%	5.2%	3.7%
Professional and Business Services	7.9%	5.6%	-0.2%
Financial Activities	6.5%	3.2%	-2.8%
Other	6.5%	1.5%	-0.6%
Government	0.9%	2.0%	4.3%
Information	-0.4%	-4.9%	-1.3%

Total nonfarm employment increased by just over 2,000 over the program year. Overall, five of the major industries had annual average increases; educational and health services (11,100), government (17,775), leisure and hospitality (3,283), trade, transportation and utilities (3,167) and mining (1,592). Annual average losses occurred in construction (-23,942), financial activities (-5,250), information (-550), manufacturing (-3,725), professional and business services (-1,292) and other services (-608).

For the forecast period of 2008 to 2009, the Arizona Department of Commerce (ADOC) projected slightly negative state employment growth (-0.5 percent) in 2008 and slightly positive growth for 2009 (0.1 percent) by the last half of 2009. The weakening Arizona economy is expected to slow population growth for CY 2008. “Gradual economic improvements are forecast in 2009, taking into account lower interest rates, greater availability of credit, economic stimulus programs and a leveling of petroleum prices.” A gradual acceleration in the housing sector is expected during this same time period.

**Table 2: Forecasted Total Nonfarm Employment, Growth Rate**

*Source: AZ Department of Commerce, Research Administration*

	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>
Arizona	1.2%	-0.5%	0.1%
Phoenix-Mesa-Scottsdale Metro	1.3%	-0.5%	0.1%
Tucson Metro	0.9%	-1.5%	-0.3%
Balance of State	1.0%	0.7%	0.5%

Arizona’s seasonally adjusted unemployment rate was 4.8 percent at the end of PY 2007, compared to a 3.6 percent rate at the end of PY 2006 (see Table 3). Nationally, the seasonally adjusted unemployment rate was unchanged at 5.5 percent as of June 2008. Initial unemployment insurance claims have been on the rise and expectations are that the unemployment rate will continue its upward trend into the next program year, but it remains unclear as to what degree.

**Table 3: Unemployment Rate (Seasonally adjusted) – End of Program year(s)**

*Source: U.S. Bureau of Labor Statistics*

	<b>June 2006</b>	<b>June 2007</b>	<b>June 2008</b>
United States	4.6%	4.6%	5.5%
Arizona	4.1%	3.6%	4.8%
Phoenix-Mesa-Scottsdale Metro	3.7%	3.1%	4.3%
Tucson Metro	4.1%	3.4%	4.7%
Flagstaff Metro	4.4%	3.5%	4.5%
Lake Havasu City-Kingman-Metro	4.3%	4.3%	6.4%
Prescott Metro	4.0%	3.5%	4.6%
Yuma-Metro	13.9%	13.6%	15.1%

Personal income growth in Arizona in CY 2007 was slightly above the national average. The metropolitan areas in Arizona also enjoyed growth close to the national average for CY 2007. As the Arizona economy has weakened so has personal income growth. In first quarter of CY 2008, personal income growth had decreased to 3.8 percent over-the-year and the national rate of growth for the same period was down to 4.8 percent.

# State Highlights

## Business Services

This year the Governor's Council on Workforce Policy (GCWP) concentrated its discretionary funds on business outreach. Local areas submitted proposals to conduct outreach activities to businesses in their respective areas. Outreach projects included providing training funds for small businesses that do not qualify for other types of state incentives, marketing the Arizona Job Training Program, increasing new business participation with local One-Stop centers and raising awareness of the WIA and partnering agency services.

## Innovation Frontier Arizona

Innovation Frontier Arizona (IFA) is a newly created Arizona Workforce Innovation in Regional Economic Development (WIRED) initiative to align education, workforce development, economic development, industry, local workforce systems, and various educational programs (K-12 and higher education levels) along the region of the southern Arizona border. The region includes Cochise, Pima, Santa Cruz and Yuma counties, which share a constellation of key military installations, one of the nation's premier aerospace defense clusters, and 370 miles of the nation's border with Mexico. IFA's goal is to bridge a workforce skills gap through career-ladder training that will help workers learn skills needed for better-paying technology-and knowledge-driven jobs, and eventually increase the average salary of local wage earners.

In November 2007, IFA held a kickoff event in Tucson to launch the WIRED initiative in Southern Arizona. A total of 127 business representatives, government officials, educators, and other stakeholders from the four southern Arizona counties participated in the event. A variety of partners demonstrated commitment to IFA by taking a strong role in the kickoff. This gave business leaders an opportunity to learn about the WIRED Initiative and the public workforce system as it relates to the role of the private sector.

## Partners Assuring Youth Success

The Governor's Office, in collaboration with the ADOC, Arizona Department of Economic Security (ADES) and other community based stakeholders, continues to direct the efforts of the Arizona Vision for Youth Task Force in Arizona's growing counties of central Arizona, specifically Pinal and Gila counties. Partners Assuring Youth Success (PAYS) focuses on workforce development for youth transitioning out of the child welfare system with special emphasis on youth who are also involved in the juvenile justice system. PAYS goal is to improve working relationships in the areas of both policy and practice, develop and promote implementation of recommendations for workforce readiness for youth, particularly those at risk due to inclusion in the following categories: youth who are in foster care, have dropped out of school, and have incarcerated parents, juvenile offenders, migrants, and who have disabilities. PAYS works with local businesses to develop employment opportunities, as well as training and support to youth liaisons or advocates, who work in partnership to develop outreach, service and employment components of the program.

Accomplishments this year include the majority of participating youth have been enrolled in education programs, obtained employment, developed positive working relationships with the former foster care youth, and non-existing resources have been developed for obtaining birth certificates, housing and behavioral health services.

## Strategic Plans and Board Recertification

The GCWP in cooperation with the ADES reviewed and approved the local strategic plans for PY 2008 and 2009. Recertification of the LWIBs completed the process in Arizona's commitment to serving local communities. With local strategic plans updated and LWIBs recertified the AWC moves into PY 2008 ready to serve the business and job seeker by strategically focusing on either training in high demand, high growth industries through individual training accounts, on-the-job training or customized training to eligible individuals or services specific to businesses for their workforce needs.

## WIA Title V Incentive Funds

Arizona is proud to have received the Title V Incentive Grant Award for the third year in a row. Arizona was one of eight states to receive these incentive funds. The funding will be used to continue efforts in the allied healthcare field and expand efforts to engage local area industry clusters to build on employer needs. The partnerships developed between the AWC, Arizona Department of Education's Adult Education Services, and Career and Technical Education have made this project now referred to as "Expanding Arizona's Workforce Connection" a very successful endeavor to provide quality services to Arizona businesses and communities.

## Cost Effectiveness

<b>Program</b>	<b>PY 2007 Participants</b>	<b>Cost per Participant</b>
*Overall for all programs	13,052	\$2,938.85
Adult Program	6,906	\$1,889.96
Dislocated Worker Program	2,937	\$3,030.04
Youth Program	3,209	\$3,538.36

*\*Overall includes Administration Expenses*

Arizona received a WIA Title I-B allotment of \$38,357,880 that provided services and activities through the AWC One-Stop system for PY 2007 (July 1, 2007 through June 30, 2008). A total of 13,052 participants were served through formula funding provided to the 14 LWIAs through the adult (\$13,052,069), dislocated worker (\$7,918,475), and youth (\$11,354,607) funding streams. LWIAs also provided services to Arizona's business communities and affected workers through rapid response funded (\$980,751) activities by providing assistance with lay-offs and closures.

Arizona's cost per participant for PY 2007 ranged from \$1,890 for adults, \$3,538 for youth, to \$3,030 for dislocated workers. Adult participants generally are looking for immediate employment at the One-Stop centers rather than seeking long-term training opportunities, therefore costs remain lower. Youth participants require long-term classroom training to be adequately prepared for the demands of the changing labor market. Dislocated workers often see lay-off as an opportunity to acquire new skills and make a career change. Both dynamics involve longer, more intense training services, increasing the cost of serving these two groups. The average cost for all three funding streams for PY 2007 was \$2,939 per participant.

PY 2007 proved to be a challenging year for the LWIAs as the rescission of \$10.9M in funding from Arizona meant that each LWIA had to serve an increasing client population with less funding. This resulted in lower expenditures per participant from PY 2006 and meant that fewer participants received the level of service that would allow them to achieve their employment goals. While the perception of "surplus" funds based upon federal expenditure reports proved to be an economic boon for the federal government in reducing the national deficit, it created a deficit in the lives of WIA participants seeking to improve their work skills and find employment which would promote their self-sufficiency.

# Evaluation of Workforce Investment Activities

Arizona continues to work toward achievement of the demand-driven workforce development delivery system, which is the common goal of the WIA.

The AWC, through its network of One-Stop centers, greatly expedites statewide delivery of comprehensive, yet seamless, workforce development services to the business community and individuals who are eligible for and in need of these services.

The ADES evaluates each LWIA's outcomes by utilizing the 15 core indicators of performance for adults, dislocated workers, and youth programs. Arizona uses several methods to evaluate workforce investment activities.

- **Annual monitoring** of WIA Title I-B is conducted by the ADES, the state's WIA oversight agency. Monitoring includes a comprehensive review of local programmatic, fiscal and management information systems, provider agreements, and the eligible training provider application process. Activities in the adult, dislocated worker and youth programs are observed and evaluated. Results are tracked, reviewed, and reported.
- **Data Element Validation** is used to measure the accuracy of data used in WIA performance reports. The process compares source documentation in participant files, such as eligibility documentation, to selected information pulled from a sample of exited participant records in the VOS system.
- **Customer Satisfaction surveys** continues to evaluate both participants' and employers' levels of satisfaction by conducting telephone surveys.

In conjunction with monitoring and evaluation of LWIA performance, Arizona provides technical assistance needed to improve performance in a given measure. Technical assistance includes training sessions, assistance in the development of performance improvement plans, and peer-to-peer technical assistance.

Arizona utilizes several different reports to monitor the LWIAs performance outcomes on a regular basis. The reports are reviewed by the field operation liaisons in order to identify areas which may require additional technical assistance and/or training to rectify any deficiencies.

The State of Arizona is committed to continuous improvement in the efficiency and effectiveness of the statewide workforce investment system. Arizona continues to take the steps necessary to ensure collaboration and continuous improvement by strengthening delivery systems, integrating the workforce development system, and establishing system wide performance measures.

# State Performance Tables

**Table A – Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	# of Surveys Completed	# of Customers Eligible for the Survey	# of Customers include in the Sample	Response Rate
	American Customer Satisfaction Index					
Participants	72%	74.0%	541	2,464	571	94.7%
Employers	71%	56.0%	504	1,108	525	96.0%

**Table B – Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	Numerator	Denominator
Entered Employment Rate	77.0%	81.8%	2,734	3,343
Employment Retention Rate	84.0%	87.1%	2,667	3,063
Average Earnings Rate	\$11,100.00	\$12,263.30	\$29,799,855	2,430
Employment and Credential Rate	64.0%	73.2%	1,161	1,586

**Table C – Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services	Veterans	Individuals with Disabilities	Older Individuals
Entered Employment Rate	76.8%	83.1%	76.5%	81.0%
	238 310	177 213	104 136	217 268
Employment Retention Rate	77.9%	89.2%	87.9%	92.6%
	219 281	181 203	80 91	187 202
Average Earnings Rate	\$9,345.20	\$13,514.20	\$10,136.40	\$10,683.80
	\$1,822,323 195	\$2,256,868 167	\$699,413 69	\$1,816,254 170
Employment and Credential Rate	59.6%	79.2%	68.4%	80.2%
	96 161	80 101	26 38	65 81
	numerator denominator	numerator denominator	numerator denominator	numerator denominator

**Table D – Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core and Intensive Services
Entered Employment Rate	85.3%	80.2%
	879 1,030	1,855 2,313
Employment Retention Rate	89.8%	84.4%
	1,364 1,519	1,303 1,544
Average Earnings Rate	\$13,904.10	\$10,606.30
	\$16,976,856 1,221	\$12,822,999 1,209
	numerator denominator	numerator denominator

**Table E – Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	85.0%	86.8%	1,604
			1,848
Employment Retention Rate	90.0%	92.0%	1,053
			1,144
Average Earning Rate	\$14,500.00	\$15,010.00	\$14,334,521
			955
Employment and Credential Rate	71.0%	77.1%	462
			599

**Table F – Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	88.3%	128	72.7%	24	84.2%	288	79.5%	31
		145		33		342		39
Employment Retention Rate	93.9%	93	100.0%	22	93.7%	179	86.7%	65
		99		22		191		75
Average Earnings Rate	\$16,618.10	\$1,312,830	\$14,675.90	\$293,518	\$14,291.50	\$2,329,522	\$11,055.30	\$674,376
		79		20		163		61
Employment and Credential Rate	86.4%	51	63.6%	7	76.7%	69	57.6%	19
		59		11		90		33
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

**Table G – Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	90.4%	527	85.1%	1,077
		583		1,265
Employment Retention Rate	93.2%	532	90.9%	521
		571		573
Average Earnings Rate	\$15,285.20	\$7,367,475	\$14,729.50	\$6,967,046
		482		473
		numerator denominator		numerator denominator

**Table H1 – Youth (14-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in Employment or Education	N/A	69.6%	670
			963
Attainment of Degree or Certificate	N/A	60.3%	637
			1,056
Literacy and Numeracy Gains	N/A	44.4%	132
			297

**Table H2 – Older Youth (19-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	72.0%	79.7%	188
			236
Employment Retention Rate	82.0%	85.3%	215
			252
Six Months Earnings Increase	\$3,950.00	\$5,569.90	\$1,264,369
			227
Credential Rate	50.0%	50.2%	161
			321

**Table I – Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	72.1%	31	0.0%	0	81.8%	27	78.4%	152
		43		0		33		194
Employment Retention Rate	77.4%	24	100.0%	1	75.0%	18	84.6%	181
		31		1		24		214
Earnings Change in Six Months	\$5,223.30	\$141,029	\$606.00	\$606	\$4,830.00	\$106,259	\$5,138.60	\$991,743
		27		1		22		193
Credential Rate	35.6%	16	0.0%	0	53.8%	21	46.2%	122
		45		0		39		264
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

**Table J – Younger Youth (14-18) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Skill Attainment Rate	83.0%	77.5%	1,518 1,958
Diploma or Equivalent Rate	58.0%	61.7%	336 545
Retention Rate	63.0%	72.1%	519 720

**Table K – Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	71.7%	223	78.3%	238	73.5%	486
		311		304		661
Diploma or Equivalent Rate	54.7%	47	82.5%	52	43.1%	90
		86		63		209
Retention Rate	58.1%	61	75.8%	72	69.5%	226
		105		95		325

**Table L – Other Reported Information**

	12 Month Employment Retention Rate		12 Months Earnings Change (Adults & Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry into Employment for those who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	85.7%	2,606	\$4,788.60	\$13,225,992	1.8%	50	\$5,175.60	\$12,923,465	12.9%	113
		3,042		2,762		2,734		2,497		879
Dislocated Workers	90.5%	993	105.7%	14,090,383	2.7%	44	\$6,990.10	\$10,582,957	20.5%	108
		1,097		13,334,901		1,604		1,514		526
Older Youth	78.1%	225	\$4,944.50	\$1,260,845	2.1%	4	\$3,331.70	\$579,723		numerator denominator
		288		255		188		174		
		numerator denominator		numerator denominator		numerator denominator		numerator denominator		

**Table M – Participation Levels**

Reported Information	Total Participants Served	Total Exiters
<b>Total Adult Customers</b>	112,009	101,343
Total Adult Self-Service	102,166	94,173
WIA Adult	6,906	5,023
WIA Dislocated Worker	2,937	2,147
<b>Total Youth (14-21)</b>	3,209	1,205
Younger Youth (14-18)	2,412	873
Older Youth (19-21)	797	332
Out-of-School Youth	1,466	632
In-School Youth	1,743	573

**Table N – Cost of Program Activities**

Program Activity	Total Federal Spending	
Local Adults	\$13,052,069	
Local Dislocated Workers	\$7,918,475	
Local Youth	\$11,354,607	
Rapid Response (up to 25%) §134 9a) (2) (A)	\$980,751	
Statewide Required Activities (up to 15%) §134 (a) (2) (B)	\$1,402,110	
	<b>Program Activity Description</b>	
Statewide Allowable Activities §134 (a) (3)	State Administration	\$2,019,868
	Demonstration Projects	\$1,500,000
	Apprenticeship	\$130,000
<b>Total of All Federal Spending Listed Above</b>	<b>\$38,357,880</b>	

# Local Area Performance Tables

Table O – Local Performance

Local Area Name <b>Cochise County</b>	Total Participants Served	Adults	468	
		Dislocated Workers	4	
		Older Youth	35	
		Younger Youth	113	
ETA Assigned #04005	Total Exiters	Adults	408	
		Dislocated Workers	5	
		Older Youth	3	
		Younger Youth	11	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	75.0%	81.4%	
	Dislocated Workers	86.0%	100.0%	
	Older Youth	72.0%	100.0%	
Retention Rates	Adults	90.0%	89.5%	
	Dislocated Workers	88.0%	77.8%	
	Older Youth	84.0%	87.5%	
	Younger Youth	63.0%	76.7%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$11,100.00	\$13,913.40	
	Dislocated Workers	\$13,000.00	\$14,122.80	
	Older Youth	\$3,900.00	\$9,503.90	
Credential/Diploma Rates	Adults	65.0%	69.3%	
	Dislocated Workers	70.0%	75.0%	
	Older Youth	51.0%	71.4%	
	Younger Youth	61.0%	50.0%	
Skill Attainment Rate	Younger Youth	90.0%	83.3%	
Placement in Employment or Education	Youth (14-21)	N/A	94.7%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	73.1%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	4	11

Table O – Local Performance

Local Area Name <b>Coconino County</b>	Total Participants Served	Adults	398	
		Dislocated Workers	7	
		Older Youth	4	
		Younger Youth	31	
ETA Assigned #04065	Total Exiters	Adults	311	
		Dislocated Workers	6	
		Older Youth	8	
		Younger Youth	29	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	77.0%	90.0%	
	Dislocated Workers	79.0%	100.0%	
	Older Youth	69.0%	66.7%	
Retention Rates	Adults	87.0%	96.8%	
	Dislocated Workers	90.0%	100.0%	
	Older Youth	82.0%	66.7%	
	Younger Youth	65.0%	62.5%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$11,100.00	\$10,990.40	
	Dislocated Workers	\$11,000.00	\$14,842.60	
	Older Youth	\$3,950.00	\$3,238.70	
Credential/Diploma Rates	Adults	64.0%	85.2%	
	Dislocated Workers	65.0%	75.0%	
	Older Youth	50.0%	60.0%	
	Younger Youth	70.0%	81.8%	
Skill Attainment Rate	Younger Youth	78.0%	89.4%	
Placement in Employment or Education	Youth (14-21)	N/A	64.9%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	88.2%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	5	10

Table O – Local Performance

Local Area Name <b>Gila/Pinal Counties</b>	Total Participants Served	Adults	1,594	
		Dislocated Workers	*	
		Older Youth	52	
		Younger Youth	75	
ETA Assigned #04010	Total Exiters	Adults	1,109	
		Dislocated Workers	*	
		Older Youth	9	
		Younger Youth	22	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	78.0%	80.8%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	73.0%	100.0%	
Retention Rates	Adults	86.0%	87.5%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	83.0%	100.0%	
	Younger Youth	64.0%	73.3%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$11,100.00	\$13,619.10	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$4,000.00	\$11,401.20	
Credential/Diploma Rates	Adults	64.0%	66.7%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	52.0%	77.8%	
	Younger Youth	61.0%	70.6%	
Skill Attainment Rate	Younger Youth	84.0%	89.5%	
Placement in Employment or Education	Youth (14-21)	N/A	94.4%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	66.7%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	45.5%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	11

\*The Re-Employment and Pre-Layoff Assistance Center (REPAC) is the entity which administers the Dislocated Worker Program on behalf of 5 local areas that includes Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Nineteen Tribal Nations. (See Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

Local Area Name <b>Graham County</b>	Total Participants Served	Adults	114	
		Dislocated Workers	*	
		Older Youth	5	
		Younger Youth	39	
ETA Assigned #04015	Total Exiters	Adults	92	
		Dislocated Workers	*	
		Older Youth	1	
		Younger Youth	11	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	67.0%	100.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	62.0%	0.0%	
Retention Rates	Adults	80.0%	100.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	82.0%	100.0%	
	Younger Youth	63.0%	78.6%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$11,100.00	\$18,803.20	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$3,950.00	\$22,353.80	
Credential/Diploma Rates	Adults	61.0%	94.4%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	51.0%	100.0%	
	Younger Youth	58.0%	75.0%	
Skill Attainment Rate	Younger Youth	80.0%	79.2%	
Placement in Employment or Education	Youth (14-21)	N/A	66.7%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	90.9%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	1	9

\*The Re-Employment and Pre-Layoff Assistance Center (REPAC) is the entity which administers the Dislocated Worker Program on behalf of 5 local areas that includes Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Nineteen Tribal Nations. (See Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

Local Area Name <b>Greenlee County</b>	Total Participants Served	Adults	7	
		Dislocated Workers	*	
		Older Youth	0	
		Younger Youth	19	
ETA Assigned #04020	Total Exiters	Adults	6	
		Dislocated Workers	*	
		Older Youth	0	
		Younger Youth	10	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	77.0%	100.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	67.5%	0.0%	
Retention Rates	Adults	84.0%	100.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	76.5%	100.0%	
	Younger Youth	63.0%	100.0%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$11,100.00	\$15,366.40	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$3,000.00	\$15,040.00	
Credential/Diploma Rates	Adults	49.5%	66.7%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	40.0%	0.0%	
	Younger Youth	58.0%	100.0%	
Skill Attainment Rate	Younger Youth	83.0%	94.7%	
Placement in Employment or Education	Youth (14-21)	N/A	100.0%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	71.4%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	0	9

\*The Re-Employment and Pre-Layoff Assistance Center (REPAC) is the entity which administers the Dislocated Worker Program on behalf of 5 local areas that includes Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Nineteen Tribal Nations. (See Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

Local Area Name <b>Maricopa County</b>	Total Participants Served	Adults	7,241	
		Dislocated Workers	1,341	
		Older Youth	101	
		Younger Youth	269	
ETA Assigned #04035	Total Exiters	Adults	5,701	
		Dislocated Workers	1,135	
		Older Youth	42	
		Younger Youth	81	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	83.2%	82.9%	
	Dislocated Workers	85.0%	82.5%	
	Older Youth	72.0%	80.0%	
Retention Rates	Adults	85.0%	86.3%	
	Dislocated Workers	90.0%	91.8%	
	Older Youth	83.0%	83.3%	
	Younger Youth	63.0%	78.0%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$13,700.00	\$13,942.00	
	Dislocated Workers	\$14,500.00	\$15,308.50	
	Older Youth	\$3,950.00	\$4,077.90	
Credential/Diploma Rates	Adults	69.0%	75.5%	
	Dislocated Workers	71.0%	72.9%	
	Older Youth	50.0%	59.5%	
	Younger Youth	58.0%	62.8%	
Skill Attainment Rate	Younger Youth	83.0%	77.2%	
Placement in Employment or Education	Youth (14-21)	N/A	65.8%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	44.5%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	42.3%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	12

Table O – Local Performance

Local Area Name <b>Mohave/La Paz Counties</b>	Total Participants Served	Adults	893	
		Dislocated Workers	*	
		Older Youth	25	
		Younger Youth	141	
ETA Assigned #04070	Total Exiters	Adults	622	
		Dislocated Workers	*	
		Older Youth	5	
		Younger Youth	29	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	80.0%	75.9%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	71.0%	75.0%	
Retention Rates	Adults	79.0%	89.2%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	80.0%	100.0%	
	Younger Youth	60.0%	71.4%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$8,500.00	\$9,037.60	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$3,950.00	\$7,036.00	
Credential/Diploma Rates	Adults	56.0%	54.2%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	37.0%	40.0%	
	Younger Youth	54.0%	75.0%	
Skill Attainment Rate	Younger Youth	83.0%	82.2%	
Placement in Employment or Education	Youth (14-21)	N/A	75.0%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	65.2%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	58.3%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	8

\*The Re-Employment and Pre-Layoff Assistance Center (REPAC) is the entity which administers the Dislocated Worker Program on behalf of 5 local areas that includes Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Nineteen Tribal Nations. (See Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

Local Area Name <b>Navajo and Apache Counties</b>	Total Participants Served	Adults	564	
		Dislocated Workers	24	
		Older Youth	14	
		Younger Youth	21	
ETA Assigned #04095	Total Exiters	Adults	350	
		Dislocated Workers	7	
		Older Youth	7	
		Younger Youth	11	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	77.0%	90.5%	
	Dislocated Workers*			
	Older Youth	72.0%	100.0%	
Retention Rates	Adults	84.0%	82.8%	
	Dislocated Workers*			
	Older Youth	82.0%	81.8%	
	Younger Youth	63.0%	66.7%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$10,000.00	\$10,985.90	
	Dislocated Workers*			
Credential/Diploma Rates	Older Youth	\$3,200.00	\$3,971.10	
	Adults	64.0%	79.3%	
	Dislocated Workers*			
	Older Youth	55.0%	50.0%	
Skill Attainment Rate	Younger Youth	58.0%	75.0%	
	Younger Youth	83.0%	90.9%	
Placement in Employment or Education	Youth (14-21)	N/A	100.0%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	53.3%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	33.3%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	8

\*PY 2007 is the first year Navajo and Apache Counties ran their own Dislocated Worker Program because they were part of the REPAC Consortium; therefore no performance levels were negotiated for the Dislocated Worker Program for PY 2007.

Table O – Local Performance

Local Area Name <b>Nineteen Tribal Nations</b>	Total Participants Served	Adults	282	
		Dislocated Workers	*	
		Older Youth	71	
		Younger Youth	353	
ETA Assigned #04090	Total Exiters	Adults	151	
		Dislocated Workers	*	
		Older Youth	23	
		Younger Youth	164	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	75.0%	67.1%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	69.0%	50.0%	
Retention Rates	Adults	80.0%	74.2%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	81.0%	64.7%	
	Younger Youth	60.0%	39.8%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$8,500.00	\$9,230.40	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$3,900.00	\$4,418.60	
Credential/Diploma Rates	Adults	60.6%	47.8%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	40.0%	32.3%	
	Younger Youth	59.0%	52.8%	
Skill Attainment Rate	Younger Youth	82.0%	62.1%	
Placement in Employment or Education	Youth (14-21)	N/A	43.7%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	45.3%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	11.6%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		5	4	2

\*The Re-Employment and Pre-Layoff Assistance Center (REPAC) is the entity which administers the Dislocated Worker Program on behalf of 5 local areas that includes Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Nineteen Tribal Nations. (See Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

Local Area Name <b>Phoenix (City of)</b>	Total Participants Served	Adults	4,224	
		Dislocated Workers	765	
		Older Youth	217	
		Younger Youth	461	
ETA Assigned #04025	Total Exiters	Adults	2,817	
		Dislocated Workers	521	
		Older Youth	80	
		Younger Youth	174	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	79.5%	82.3%	
	Dislocated Workers	88.5%	91.7%	
	Older Youth	73.0%	79.5%	
Retention Rates	Adults	86.5%	89.3%	
	Dislocated Workers	91.5%	93.8%	
	Older Youth	81.0%	85.4%	
	Younger Youth	63.0%	78.6%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$12,000.00	\$11,856.90	
	Dislocated Workers	\$15,000.00	\$15,672.20	
	Older Youth	\$3,800.00	\$3,681.40	
Credential/Diploma Rates	Adults	70.0%	77.3%	
	Dislocated Workers	71.0%	82.6%	
	Older Youth	48.0%	41.2%	
	Younger Youth	65.5%	54.1%	
Skill Attainment Rate	Younger Youth	77.0%	72.7%	
Placement in Employment or Education	Youth (14-21)	N/A	68.8%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	47.6%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	41.3%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	5	10

Table O – Local Performance

Local Area Name <b>Pima County</b>	Total Participants Served	Adults	4,112	
		Dislocated Workers	548	
		Older Youth	189	
		Younger Youth	582	
ETA Assigned #04030	Total Exiters	Adults	2,723	
		Dislocated Workers	311	
		Older Youth	101	
		Younger Youth	203	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	77.0%	80.9%	
	Dislocated Workers	86.2%	89.4%	
	Older Youth	72.6%	85.1%	
Retention Rates	Adults	84.0%	85.9%	
	Dislocated Workers	89.0%	90.4%	
	Older Youth	81.9%	85.9%	
	Younger Youth	60.0%	70.1%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$11,100.00	\$11,163.00	
	Dislocated Workers	\$14,500.00	\$15,434.40	
	Older Youth	\$3,800.00	\$5,654.00	
Credential/Diploma Rates	Adults	61.0%	72.3%	
	Dislocated Workers	62.5%	75.2%	
	Older Youth	40.0%	42.5%	
	Younger Youth	56.0%	61.3%	
Skill Attainment Rate	Younger Youth	83.0%	85.6%	
Placement in Employment or Education	Youth (14-21)	N/A	78.9%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	66.7%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	46.7%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	15

Table O – Local Performance

Local Area Name <b>REPAC Dislocated Worker Consortium</b>	Total Participants Served	Dislocated Workers	151	
ETA Assigned #04010	Total Exiters	Dislocated Workers	107	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Dislocated Workers	85.0%	91.1%	
Retention Rates	Dislocated Workers	79.0%	89.2%	
Average Earnings (Adults/DWs)	Dislocated Workers	\$12,000.00	\$12,793.50	
Credential/Diploma Rates	Dislocated Workers	64.0%	65.4%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	4

\*The Dislocated Worker statistics reflected in this chart are those of Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated Worker Program on behalf of 5 local areas that includes Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Nineteen Tribal Nations.

Table O – Local Performance

Local Area Name <b>Santa Cruz County</b>	Total Participants Served	Adults	78	
		Dislocated Workers	5	
		Older Youth	4	
		Younger Youth	87	
ETA Assigned #04040	Total Exiters	Adults	48	
		Dislocated Workers	3	
		Older Youth	1	
		Younger Youth	35	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	77.0%	100.0%	
	Dislocated Workers	85.0%	66.7%	
	Older Youth	72.0%	100.0%	
Retention Rates	Adults	87.0%	77.8%	
	Dislocated Workers	90.0%	100.0%	
	Older Youth	82.0%	100.0%	
	Younger Youth	64.0%	85.7%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$10,100.00	\$14,028.90	
	Dislocated Workers	\$12,000.00	\$10,178.00	
	Older Youth	\$3,000.00	\$9,890.80	
Credential/Diploma Rates	Adults	72.0%	66.7%	
	Dislocated Workers	72.0%	66.7%	
	Older Youth	56.0%	100.0%	
	Younger Youth	61.0%	85.7%	
Skill Attainment Rate	Younger Youth	83.0%	27.5%	
Placement in Employment or Education	Youth (14-21)	N/A	61.5%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	85.7%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	4	9

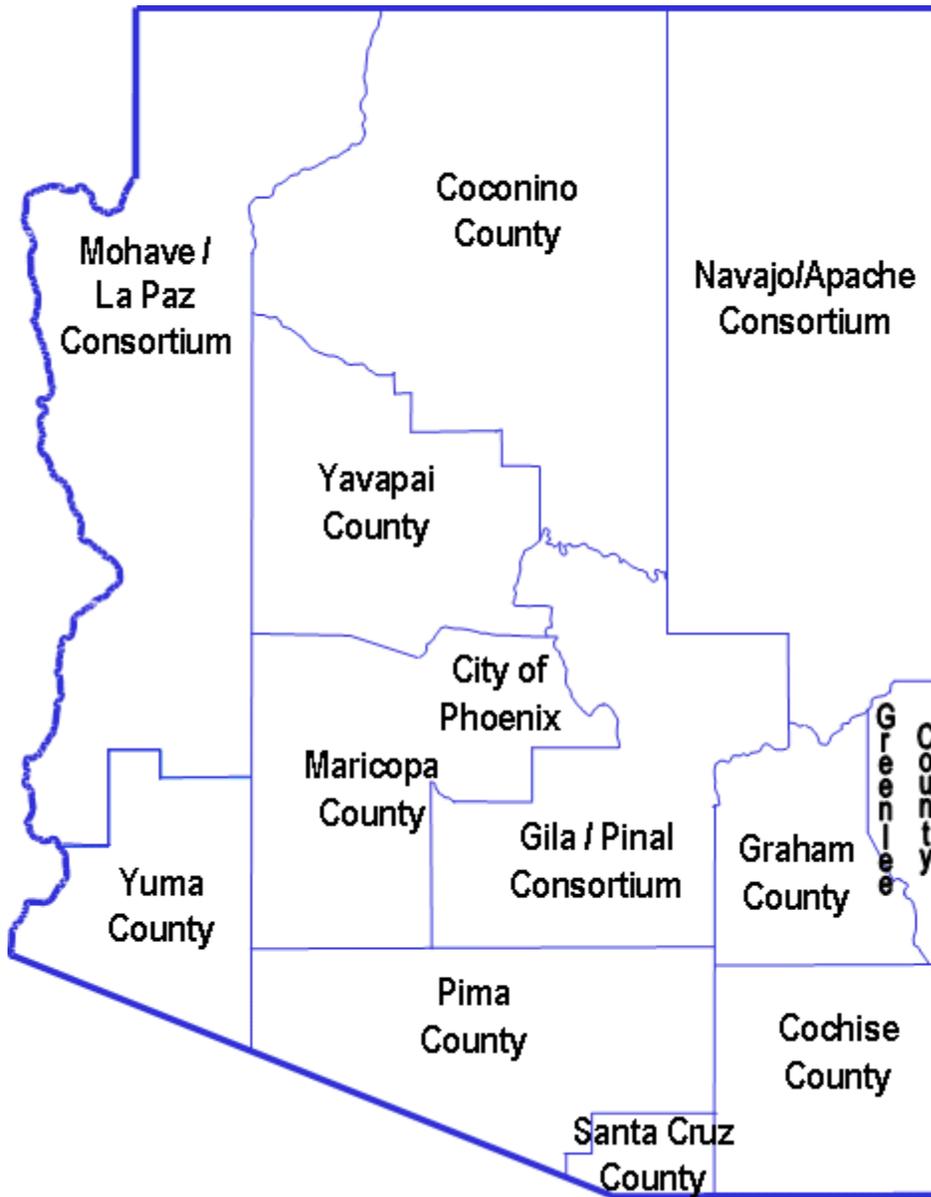
Table O – Local Performance

Local Area Name <b>Yavapai County</b>	Total Participants Served	Adults	472	
		Dislocated Workers	40	
		Older Youth	8	
		Younger Youth	21	
ETA Assigned #04080	Total Exiters	Adults	323	
		Dislocated Workers	20	
		Older Youth	3	
		Younger Youth	11	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	76.0%	100.0%	
	Dislocated Workers	88.5%	100.0%	
	Older Youth	70.0%	100.0%	
Retention Rates	Adults	84.0%	87.8%	
	Dislocated Workers	88.0%	94.4%	
	Older Youth	80.0%	80.0%	
	Younger Youth	60.0%	100.0%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$9,500.00	\$13,881.70	
	Dislocated Workers	\$14,000.00	\$13,226.60	
	Older Youth	\$3,200.00	\$11,263.20	
Credential/Diploma Rates	Adults	70.0%	93.3%	
	Dislocated Workers	71.5%	100.0%	
	Older Youth	50.0%	100.0%	
	Younger Youth	55.0%	88.9%	
Skill Attainment Rate	Younger Youth	82.0%	94.1%	
Placement in Employment or Education	Youth (14-21)	N/A	100.0%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	75.0%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	13

Table O – Local Performance

Local Area Name <b>Yuma County</b>	Total Participants Served	Adults	1,331	
		Dislocated Workers	51	
		Older Youth	72	
		Younger Youth	200	
ETA Assigned #04045	Total Exiters	Adults	1127	
		Dislocated Workers	31	
		Older Youth	49	
		Younger Youth	82	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	77.0%	79.3%	
	Dislocated Workers	84.0%	78.6%	
	Older Youth	72.0%	82.2%	
Retention Rates	Adults	84.0%	87.2%	
	Dislocated Workers	89.0%	95.8%	
	Older Youth	82.0%	91.2%	
	Younger Youth	63.0%	84.2%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$8,500.00	\$9,356.90	
	Dislocated Workers	\$9,000.00	\$9,852.50	
	Older Youth	\$3,950.00	\$4,225.50	
Credential/Diploma Rates	Adults	64.0%	68.8%	
	Dislocated Workers	71.0%	71.4%	
	Older Youth	50.0%	66.0%	
	Younger Youth	58.0%	59.7%	
Skill Attainment Rate	Younger Youth	83.0%	95.5%	
Placement in Employment or Education	Youth (14-21)	N/A	84.3%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	77.6%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	86.3%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	14

# Designated Local Areas



Consortium representing Arizona's Tribal Nations is also a designated LWIA.

# Local Workforce Investment Areas

The 14 designated LWIAs provide services both directly and indirectly. LWIAs offer an array of services, as specified in their local plans. LWIAs are held accountable to the LWIBs, which are responsible for strategic planning, program oversight and coordination of resources.

Cochise County	<b>Vada Phelps, Executive Director</b> 1843 Paseo San Luis Sierra Vista, Arizona 85635 (520) 458-9309
Coconino County	<b>Carol Curtis, Director</b> 2625 North King Flagstaff, Arizona 86004 (928) 522-7900
Gila/Pinal Counties	<b>Barbara Valencia, Program Manager</b> 5515 South Apache Avenue, Suite 200 Globe, Arizona 85501 (928) 425-7631
Graham County	<b>Neil Karnes, Director</b> 826 West Main Street Safford, Arizona 85546 (928) 428-7386
Greenlee County	<b>Deborah Brinkley, Program Manager</b> Highway 191 & Ward Canyon Road Clifton, Arizona 85533 (928) 865-4151
Maricopa County	<b>Patrick Burkhart, Assistant Director</b> 234 North Central Avenue, Suite 3201 Phoenix, Arizona 85004 (602) 506-5911
Mohave/La Paz Counties	<b>Susie Parel-Duranceau, Director</b> 700 West Beale Street Kingman, Arizona 86401 (928) 753-0723
Navajo/Apache Counties	<b>Judy Bratcher, Director</b> 100 East Carter Road Holbrook, Arizona 86025 (928) 524-4167

## Local Workforce Investment Areas

Phoenix, City of	<p><b>Cynthia Spell, Deputy Director</b>  <b>Community &amp; Economic Development</b>                  200 West Washington, 19<sup>th</sup> Floor                  Phoenix, Arizona 85003                  (602) 262-4036</p>
Pima County	<p><b>Arthur Eckstrom, Director</b>  <b>Community Services</b>                  2797 East Ajo Way                  Tucson, Arizona 85713                  (520) 243-6741</p>
Santa Cruz County	<p><b>Patricia Wallace, Director</b>                  610 North Morley Avenue                  Nogales, Arizona 85621                  (520) 375-7670</p>
Yavapai County	<p><b>Teri Drew, Regional Director</b>                  221 North Marina, Suite 201                  Prescott, Arizona 86302                  (928) 778-1422</p>
Yuma County	<p><b>John Morales, Executive Director</b>                  3826 West 16<sup>th</sup> Street                  Yuma, Arizona 85364                  (928) 329-0990</p>
Nineteen Tribal Nations	<p><b>Patrick Andrews, Chairman</b>                  P.O. Box 837                  Sells, Arizona 85634                  (520) 383-8650</p>



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